

Capacity Building Area	Networking and Member Relations
Definition	<ul style="list-style-type: none"> – Networking is building social capital or cultivating relationships with people and organizations which can be helpful to one’s professional end or cause. It entails sharing information on opportunities and constraints, coordinating activities for capacity-building or common advocacy of members or joining forces with like-minded individuals or organizations to address challenges or pursue common objectives. – A network is a group of independent, autonomous organizations that use various methods of coordinating and controlling their interaction in order to appear like a larger entity, or to pursue a cause larger than that of the individual members or organizations. Networks are voluntary rather than imposed, they facilitate some form of collaborative action and the organizational autonomy of the member organizations remains intact as they pursue a common purpose. <p><i>The essential activity in networks is the practice of networking (a verb, not a noun). While the term ‘networking’ is also open to a wide range of interpretations (Farrington & Lewis 1993), the essence of networking is communication. In contrast to organizations, “the core business of networks are not so much the manufacture of products and/or the provision of services, but social learning, communication, and the making of meaning” (Engel 1993:133). Networking, thus, is “the process resulting from our conscious efforts to build relationships with each other to further [a certain cause]. Networks are more or less formal, more or less durable relational patterns that emerge as a result of such efforts” (ibid, p132). As a voluntary mechanism for learning and communication among autonomous participants a network depends upon the inputs given by its members. If there are no contributions, then there is no networking and, hence, no network (ibid; Täuber 1993).</i></p> <p>Networking in the context of this capacity-building initiative refers to building one’s own network of organizations or members, as well as building links or partnerships with other organizations or becoming a member of other networks.</p> <p>References:</p> <ul style="list-style-type: none"> - <i>To Network or Not to Network: NGO Experiences with Technical Networks, Lise Rosendal Østergaard, AIDSNET, Denmark, 2004.</i>

	<ul style="list-style-type: none"> - Optimizing Efforts: A Practical Guide to NGO Networking, UNSO, May 2000; - http://www.businessdictionary.com/definition/network-organization.html; - http://www.qfinance.com/dictionary/network-organization
<p>Underlying Principles and Assumptions</p>	<p>Nature / typical roles of networks:</p> <ul style="list-style-type: none"> ● Strengthening the capacities and promoting the effectiveness and efficiency of member organizations in performing their respective missions ● Undertaking joint programs and projects: greater leverage with donors for impact and scale ● Information sharing: good and bad practice, donor characteristics, etc. ● Doing common advocacy: based on collective analysis of geographic and/or sectoral concerns, CSO network related issues, public interest issues ● Economies of Scale: staff development, publications, seminars and workshops, facilities, pension funds, etc. <p>Elements of Network Sustainability:</p> <ol style="list-style-type: none"> 1. Basis of unity – there is clear reason for coming together of the members of the network; shared vision, clear Vision, Mission and Goals (VMG). The VMG is defined by the membership, policies crafted by a Board and implementation is facilitated by the secretariat. 2. Relevance and Impact – continued existence of a network depends on its value to: <ul style="list-style-type: none"> · Members – whether the membership continues to support it or not, or finds it relevant or not; the network is relevant or adds value to its members if it is able to provide services to address the members’ needs; or if the members are satisfied with the activities, impact or influence (internal and external) of the network. · Community, society – whether the network has positive external impact on key stakeholders; continuing importance and impact of the work of both the network and of its membership; continuing importance of its advocacy not only to members but the public at large. <p>The network should either reinvent itself to sustain relevance, or cease to exist once its mission and/or relevance expires or when its impact is nil or even negative.</p>

3. Core members:

- Active and sustained participation of a united/critical core of the membership
- Committed membership to promote and implement the vision, mission and undertakings of the network
- Committed membership to mobilize both human and financial resources for the network (e.g. joint projects, advocacy, and cross-sectoral relations)

A network should be able to assist members in identifying capacity gaps internal to their organizations. It should also assist members with the development of these capacities as this is a prerequisite for absorbing information and using it well within their organizations.

4. Special issues on organizational effectiveness pertaining to networks:

- Governance[1] – Representation; Principle of subsidiarity – the network should not do what its members can do
- Personnel and administrative management
 - Human resource is the most important asset of a network. Networking requires specific skills (not everyone can make it – people skills, organizational development, developmental perspectives and advocacy skills), and thus, difficult to search for the right persons. It is important for the network to have the ability to maintain good people in the secretariat by being able to provide adequate and proper incentives (salaries, benefits, etc.). It is also key for the network to be able to develop a pool of active leaders and members available from member CSOs.
 - A network organization utilizes information and communications technologies extensively, and makes use of knowledge across and within members. It is thus important to facilitate the flow of communication; distill information for strategic decision-making and action; document, publish and popularize good practices and facilitate exchange or transfer of technology among members.

5. Financing – Networks are infrastructure organizations. The practice of networking is more or less invisible and in most cases it is difficult to pinpoint its direct effects or to measure its value. Thus, financing the work of networks is more challenging. The following are then important:

- Political will of members to pay reasonable fees

	<ul style="list-style-type: none"> · Maximizing revenues: diversified sources – grants (multi-donor), earned incomes, incomes from fund raising; joint investments with members (pooled savings, common entrepreneurial activity); being able to leverage resources with partners (e.g. government, other CSOs, etc.); · Minimizing costs: lean and mean secretariat, volunteer labor, economies of scale (common publication, training programs, supplies, travel, etc.) <p>References:</p> <ul style="list-style-type: none"> - Aldaba, Nandy (2006) Framework for Network Sustainability - Optimizing Efforts: A Practical Guide to NGO Networking, UNSO, May 2000
Desired Outcome	<p>The network should be able to:</p> <ul style="list-style-type: none"> · Design, organize and sustain effective and efficient structures and systems (strategic planning and governance, communication, PDIMME, financial management, personnel management, etc.) · Mobilize resources (internal, external) that will fuel and sustain the network and its functions · Develop links with other organizations in different levels, i.e. local, national, global · Effectively deliver programs and services that are relevant to their members. <p>Reference: Kami Naman! Successor Generation workshop modules on “The Leader as Network-Builder, Synthesizer of Information and Innovator” 2001</p>
Intervention Options	<p>Formal Training</p> <p>Peer-learning exchange</p> <p>Coaching / mentoring</p> <p>Building a Community of Practice ((including regular face-to-face and online forums/ exchanges)</p> <p>Development of common protocols for social engagements (common advocacies, partnership building, etc.)</p>

Dimensions	Indicators	Means of Verification
<p>Knowledge:</p> <ul style="list-style-type: none"> • Organizational development • Resource development and mobilization for the network (e.g. facilitating consortium-type projects; establishment of key, stable partnerships) <p>Skills:</p> <ul style="list-style-type: none"> • Program development, implementation, management, monitoring and evaluation (PDIMME) • Strategic planning • Membership relations • Managing and facilitating meetings • Stakeholder Analysis and Engagement • Convening/ Consensus building • Networking • Innovating (thinking out-of-the-box) • Communication • Coaching/Mentoring • Delegating 	<p>1) Active core members/organizations</p> <p>2) Quality of participation of members/ organizations</p> <p>3) Resources mobilized- ability to leverage general funds/ resources; more flexible or able to leverage fund/ resources, hence optimizes engagement with partners;</p> <p>Consider in assessment/ rating: Quantify the assessment instead of number achieved, e.g. percentage of resource mobilization targets achieved</p>	<p>Members' feedback/satisfaction survey; interviews; Members' monitoring system and results</p> <p>Members profile/database with status: active or inactive; Minutes of the regular meetings; Membership policies and guidelines, selection guidelines of core members Constitution and by-laws Attendance Sheets Minutes of Meeting Board Resolutions Annual Report Documentation of Activities</p> <p>Audited Financial statements (AFS), annual reports (AR), strategic plan, resource mobilization plan, partnership agreements</p>

Dimensions	Indicators	Means of Verification
<p>Attitude/Values/Mindset:</p> <ul style="list-style-type: none"> • Principle of subsidiarity • People-centered • Integrity • Accountability • Commitment to duties • Spirit of Stewardship 	<p>Input assessment/ rating for external and internal resources mobilized, e.g. members pay membership dues regularly</p> <p>4) Number and quality of leaders of the network</p> <p>Include: Governing relationship issues among network members or MBOs; Network capacity to settle disputes, conflicts, tension among members; Relationship management— up-down, horizontal, vertical; Grievance mechanism or process</p> <p>5) Public trust on the network</p> <ul style="list-style-type: none"> • Public trust – seen as resulting to collaborations with primary stakeholders and receiving support to the organization’s role/ mission • External stakeholders donors - bi-lateral and multi-lateral organizations, other CSOs, government (NGAs / regional offices, LGUs) 	<p>Network organization structure, job descriptions or responsibilities, policies on selection/ election (including process), policies on conflict resolutions and grievances</p> <p>Organization development plan, capacity building plan</p> <p>Documentation of meetings, particularly of proceedings settling disputes and grievances</p> <p>Feedback from partners and other sectors/ groups, Partnership agreement, MOU, grant agreement/contract</p>

CAPACITY ASSESSMENT TOOL (CAT) FOR NETWORKING AND MEMBERSHIP RELATIONS

Rationale:

To assess the level of capacities of CODE-NGO Member Networks (MNs) in relation to networking and membership relations, it is important to develop a tool which will measure the MNs' current level of capacities, define the gaps and provide basis for the MNs to strengthen their capacities in these areas, as well as to inform CODE-NGO on relevant capacity building interventions for its Member Networks. This tool is inspired by the Capacity Assessment Tool (CAT) developed by the "Strengthening the Capacity of Philippine CSOs Project" of the Ayala Foundation and its Consortium Partners – Association of Foundations (AF), CODE-NGO, Philippine Business for Social Progress (PBSP), Philippine Council for NGO Certification (PCNC) and University of the Philippines National College of Public Administration and Governance (UP NCPAG).

Purpose of the Tool:

1. To allow Member Networks to assess their level of capacities in the areas of networking and membership relations;
2. To identify gaps and establish the basis for MNs to develop their capacity building plans on these areas;
3. To aid CODE-NGO in developing appropriate capacity building interventions for MNs in terms of networking and membership relations;
4. To lay the ground for monitoring and evaluating the development of MNs in terms of networking and membership relations over time.

Name of Network _____

Name of Authorized Representative _____, Position in the Network _____

Please encircle or **highlight** the appropriate rating per indicator based on the description of each rating:

Capacity Building Area / Indicators	Assessment/ Rating	Means of Verification	Remarks
1) Active core members – The Network can identify core members based on the following elements:	1 – The network has no membership policies and thus cannot define and identify active members.	<ul style="list-style-type: none"> • Constitution and by-laws • Membership policies and guidelines, selection guidelines of core 	

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<p>a) The Network has clear membership policies or guidelines which define qualification for membership, rights/ privileges and responsibilities of members and criteria for defining active and inactive members.</p> <p>b) The Network has a clear list/directory of members and are able to identify active and inactive members.</p> <p>c) Majority of the members (50% + 1) of the network are considered active, as defined in the network's policies or membership guidelines.</p> <p>d) Majority of the members participate in regular meetings/assemblies of the network.</p> <p>e) Core members (can be less than majority) actively participate in the planning, budgeting, programming and evaluation activities of the network towards pursuing its mission.</p>	<p>2 – The network has clear membership policies/ guidelines and none of the other 4 elements.</p> <p>3 - The network has clear membership policies/ guidelines and one of the other 4 elements.</p> <p>4 – The network has clear membership policies/ guidelines and two of the other 4 elements.</p> <p>5 – The network has clear membership policies/ guidelines and three of the other 4 elements.</p> <p>6 – The network has clear membership policies/ guidelines and all of the other 4 elements.</p>	<p>members</p> <ul style="list-style-type: none"> • Minutes of the regular meetings; • Members profile/database with status: active or inactive; • Members' feedback/satisfaction survey; interviews; • Members' monitoring system and results 	

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<p>2) Network Sustainability - The members of the network are able to contribute to the network's resources, with the following elements:</p> <p>a) At least 70% of the members pay their membership dues.</p> <p>b) Network process and mechanism is in place where members can contribute technical skills and other resources and there is an active core of members who contribute their own resources (e.g. money, materials, personnel/talent, facilities, information, etc.) to support the activities of the network.</p> <p>c) Both the network and its members are able to contribute to each other's growth and development and are able to complement each other's initiatives at appropriate levels, without duplication and competition.</p> <p>d) The Network has core members who participate in at least one of the following activities for resource</p>	<p>1 – The members do not contribute to resource mobilization for the network.</p> <p>2 - The members of the network are able to contribute to the network's resources with 1 element present.</p> <p>3 – The members of the network are able to contribute to the network's resources with 2 elements present.</p> <p>4 - The members of the network are able to contribute to the network's resources with 3 elements present.</p> <p>5 - The members of the network are able to contribute to the network's resources with 4 elements present.</p> <p>6 – The members of the network are able to contribute to the network's resources with all 5 elements present.</p>	<ul style="list-style-type: none"> • Financial Sustainability Plan or Resource Mobilization Plan that is aligned with the Strategic Plan; developed in a participatory manner and regularly reviewed; and accomplishments are regularly reported viz the Plans (at least annual) • Annual core operations requirement is established; internal resources to support this is sustained • Annual Audited Financial Statements • List of donors/sources of funding; or donor management system • Record of membership dues • Consortium projects involving the network and its members 	

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<p>mobilization for the network – planning, identifying strategies, identifying donors or partners; implementing network action plans, and evaluating the actions done.</p> <p>e) The Network has core members who contribute to raising external resources (e.g. money, materials, personnel/talent, facilities, information, etc.) to support the activities of the network.</p>			
<p>3) Network Governance and Leadership - is effective, given the following elements:</p> <p>a) The Network’s Board or governing body practices ethical decision-making process, i.e. able to understand and prioritize the network’s interest over their own organization’s interest, and a mechanism for conflict resolution is in place.</p> <p>b) The members’ representatives to the Network Board/ governing body or network committee/s provide effective feedback to and</p>	<p>1 - Network governance and management mechanisms are absent.</p> <p>2 – There is semblance of network governance and management, with 1 element present.</p> <p>3 – Network governance and management is satisfactory, with 2 elements present.</p> <p>4 – Network governance and management is effective, with 3 elements present.</p>	<ul style="list-style-type: none"> • Network organization structure • Roles and responsibilities of network officers, members and committees • Policies on selection/ election (including process) and terms of office of Board members and personnel • Policy and mechanism on conflict resolutions • Membership policy • PDIMME (Program Development, Implementation & 	

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<p>from the organization they represent about the network's decisions or activities.</p> <p>c) Principle of subsidiarity is respected – the network respects the autonomy and competency of its members to carry out initiatives and decisions at their appropriate levels. It does not compete along the members' competencies and works collaboratively with them to pursue the network's initiatives.</p> <p>d) A mechanism for collaboration and communication among members towards the network's mission is in place.</p> <p>e) Network leadership and management development and succession plan or strategy is in place.</p>	<p>5 – Network governance and management is effective, with 4 elements present.</p> <p>6 – Network governance and management is excellent, with all 5 elements present.</p>	<p>Management, and Monitoring & Evaluation) policy and processes that ensures the participation of members at all stages</p> <ul style="list-style-type: none"> • Internal communications policy and practices with members • Succession plan/strategy • Organization development plan, capacity building plan • Documentation of meetings, particularly of proceedings of settling disputes and grievances; of decisions and its processes that reflect promotion of network interest over Board members' personal or own organization's interests. 	
<p>4) Network Board and Secretariat Relations – The network Board of Trustees led by the Chairperson and the Network Secretariat led by the Executive Director</p>	<p>1 – There is no effective and harmonious relationship between the Board and Secretariat.</p> <p>2 – There is a functional relationship</p>	<ul style="list-style-type: none"> • Organizational structure • Board responsibilities and terms of office • Secretariat personnel job description/responsibilities 	

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<p>has harmonious and effective relationship, with the following elements present:</p> <p>a) Delineated governing and managing roles between Board and Secretariat as written in governance and management policies</p> <p>b) Both the Board and Secretariat have clear understanding of these written responsibilities and lines of authority</p> <p>c) There is clear communications and feedback mechanism between the Board and the Secretariat</p> <p>d) There is effective relations between the Chairperson and the Executive Director - no conflict, clear communications, balanced, two-way, and mutually supportive.</p> <p>e) There is a mechanism to orient and evaluate the performance of both the Board and the Secretariat in their respective roles.</p>	<p>between the Board and Secretariat, with 1 element present.</p> <p>3 – There is a functional relationship between the Board and Secretariat with 2 elements present.</p> <p>4 – There is a functional relationship between the Board and Secretariat with 3 elements present.</p> <p>5 – There is an effective and harmonious relationship between the Board and Secretariat with 4 elements present.</p> <p>6 – There is a highly effective and harmonious relationship between the Board and Secretariat with all 5 elements present.</p>	<ul style="list-style-type: none"> • Minutes of board meetings • Minutes of staff meetings • Staff performance evaluation system • Board performance evaluation system 	
<p>4) Public trust – The Network has the trust of its clients, partners and other publics, with the following elements:</p>	<p>1 – The Network still has to earn the trust of its client/s or partner/s; none of the elements are present.</p>	<ul style="list-style-type: none"> • (Has no derogatory record related to integrity means that cases of 	

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<p>a) The Network/ its officers/management have not been convicted of any administrative or criminal case and has no derogatory record related to integrity with any government body or partner organization.</p> <p>b) The Network is able to work with external partner/s to pursue its mission.</p> <p>c) The Network’s clients have positive feedback about the network’s programs or services.</p> <p>d) The Network receives positive feedback from their external partners/stakeholders about the partnership.</p> <p>e) The Network’s opinion or contribution on matters related to its mission or the sector it serves is sought by external partners or other stakeholders.</p>	<p>2 – The Network is trusted by its client/s or partner/s, with 1 element present.</p> <p>3 – The Network is trusted by its client/s or partner/s, with 2 elements present.</p> <p>4 – The Network is trusted by its client/s or partner/s, with 3 elements present.</p> <p>5 – The Network is trusted by its clients and partners, with 4 elements present.</p> <p>6 - The Network has the trust of its publics, with all 5 elements present.</p>	<p>“illegal assembly” and similar cases that may be filed to harass the network are not considered).</p> <ul style="list-style-type: none"> • List of partners • Copies of partnership agreements, MOUs, grant agreement/contracts • Feedback from clients, partners and other sectors/ groups through partner’s reports; interviews or surveys with partners. • Awards or public recognitions received by the network • Accreditation/registration by government agencies or other accreditation bodies • Membership in other local, national and international associations • Invitation to the network by external partners for 	

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		program consultations and related activities	

[1] The CODE-NGO capacity-building framework for its members adopts the CB framework of the “Strengthening the Capacity of Philippine CSOs Project,” which already defines a separate CB Matrix for “Governance and Leadership and Strategic Planning and Management.” In the ‘Governance and Leadership’ matrix, the important role of the Board in steering an organization/network is already clarified. ‘Governance’ as it is defined in this CB Matrix pertains only to special governance issues that may be unique to Networks and Membership-based organizations.